

Finance organization and talent

Reset the foundation for growth

Many Finance leaders are finding that the operating models that have long served their organizations may no longer be sustainable—and that a transformation may be required to support future growth. What processes could be effectively outsourced? What should be kept close? And which services can be shared? Deloitte’s¹ Finance Organization and Talent Solution Set can provide the insight and experience to help Finance leaders weigh options and implement changes designed to increase the productivity and effectiveness of their people.

What Finance capabilities does this solution set help to enhance?

Core capabilities	
Operating model review	Identify the appropriate operating model to support execution of the organization’s Finance strategy.
Service delivery design	Design a more effective and efficient Finance organization. Evaluate practices that could improve performance, such as consolidating Finance processes, systems, and organizations in a shared services center.
Talent planning and analysis	Design and implement strategies to address workforce and talent issues using scenario planning, predictive analytics, and talent assessments.
Workforce transition and learning	Develop and implement Finance workforce transition and change management plans to maintain business continuity. Prepare employees to effectively work in the new environment by delivering information, tools, and training.
Competency modeling and career path design	Develop job competency requirements and career paths that are aligned with the new service delivery model.
Value-added capabilities	
Leadership and succession	Conduct leadership assessments, create leadership development strategies, and develop succession plans.
Performance management	Design, develop, and implement performance management processes and systems to improve individual performance against defined competencies.
Tax organization	Analyze potential tax benefits that could be generated by a shared services center design.
Tax compliance outsourcing	Include global tax compliance and statutory reporting processes as part of the shared services design.
Transfer pricing	Conduct economic analysis and create planning reports to support intercompany markups and valuations.
Intercompany	Review out-of-balance conditions and identify the source, such as ineffective systems, management oversight, or business processes. Reduce complexity of intercompany accounts and support remediation, process improvements, and systems strategy development.
Security and privacy	Provide recommendations to address potential security and privacy risks associated with the operating model design.
Treasury design	Align treasury strategy with the operating model. Support improvements in treasury processes and technologies.
Legal entity/asset valuation	Conduct legal entity and asset valuations to support shared services/legal entity design.

¹ As used in this document, “Deloitte” means Deloitte & Touche LLP, which provides audit and enterprise risk services; Deloitte Consulting LLP, which provides strategy, operations, technology, systems, outsourcing and human capital consulting services; Deloitte Tax LLP, which provides tax services; and Deloitte Financial Advisory Services LLP, which provides financial advisory services. These entities are separate subsidiaries of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Bottom-line benefits

- Trim costs and increase capabilities by leveraging leading practices, such as shared services centers and business process outsourcing
- Lower Finance talent risk and enhance capabilities
- Improve provisioning of Finance information and services to stakeholders

Indicators that action may be needed

- Finance cannot support company growth or global expansion
- Finance operating costs are excessive or unsustainable
- Finance service delivery is ineffective, inefficient, or overly manual
- Finance lacks the ability to identify talent capability gaps, develop needed skills, and retain talent

Find out more

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About Deloitte's Finance Transformation practice

Deloitte's market-leading Finance Transformation (FT) practice helps CFOs and other finance executives drive business performance and shareholder value while improving operational effectiveness and efficiency within the Finance organization. Our cross-functional, integrated FT Solution Sets help address the most critical finance issues facing our clients, including finance vision and strategy, organization and talent, business processes, and technology. Each FT Solution Set is composed of select cross-functional FT offerings configured to provide more value—faster—for the clients we serve.

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